

OUR PRINCIPLES

01 TRUST, RESPECT, OPENNESS AND HONESTY ARE OUR FOUNDATIONS



Because we have respect for each other's positions, experiences and views we trust them. It's personal but we don't take it personally. Because we are open & we are honest we never avoid difficult conversations.

02 SIMPLIFICATION FOR CLEAR TRACKS



We Simplify the complicated. This is difficult but essential to having and giving Clear Tracks. We all have our personal "High 5" which are clear and practical. Our KPI's are SMART to ensure our most valuable resource, time, doesn't get squandered. We realise the inches are important and clarity helps us go after these inches.

03 KNOW YOURSELF TO KNOW EACH OTHER



It's hard to know each other if we don't know ourselves. We must know our teammates "as people" first. We play to our strengths. We are aware of our weaknesses. We work on some and accept others. Successful teams have complementary skill sets that allow individuals play to their strengths.

04 REALISING POTENTIAL



The best teams develop and attract the best talent. We focus on SWAF - Skill, Will, Ambition and Fit. While Skills can be developed the WAF is harder to cultivate. Our goal is to be the best company in the world at Realising the Potential of our people, allowing us to "Redefine what's Possible". This responsibility is shared by everyone. We emphasise continuous exposure to Learnings, that generate Insights which people can then put into Action and Measures (LIAM).

05 CONFIDENCE – WHEN ON TOP OF YOUR GAME, CHANGE YOUR GAME



Confidence is the key. We have made huge progress. We have World Class People and World Class Tools. We don't fear change, we embrace it as part of our DNA. We are all responsible for change. Confidence allows us to be brave, be different and love making improvements.

06 HAVE FUN AND CELEBRATE SUCCESS



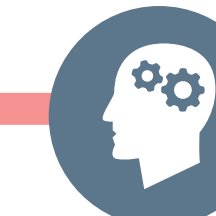
We acknowledge and celebrate the small wins. We laugh. We pay compliments. We appreciate. We value progress over performance. We have fun every day in different ways. Fun can't be scheduled.

07 IROAR



Individual Radical Ownership and Responsibility - we own our position in the team and on the pitch. We know if everybody accepts this responsibility - we win. We don't want to let our teammates down.

08 FAST EVIDENCE BASED DECISION MAKING



We move fast. We look for the facts. We want to make the right decisions fast. We favour simple practical solutions. We don't procrastinate. As Nike say "Just Do It".

09 RFM AND ROT



Respect for Money and Return on Time Like the young and the old we understand the value of money. We watch the pennies. We justify spend and can prove the return on money on both existing and new spend. If we find "Bad Spend" we change it, quickly. We value our time in the same way. It's our most precious resource and the one we can't make more of. We never waste it and only spend it on high value main things.

10 CLEAR "WHY US"?



We are clear on our "Why Us". We are curious if our people understand this. We are committed to delivering on it. We want our "Why Us" to be clear to insiders and outsiders including staff, potential staff, customers, users, suppliers, partners, the community, media, regulators, advisers etc...

11 CUSTOMER AND USER OBSESSED



We are customer and user centric, always. We walk in the shoes of our customers & end users. We understand their wants and needs and take time to really know them. We build deep relationships with the people, not just the companies. We make their lives easier and make them look good. Our success is measured by theirs. We are constantly evolving and improving. To "be the best" we always know the competition and are Better, Cheaper or Faster (BCF) than them.

12 SUPER COLLABORATION CIRCLES



We are open minded, curious and actively search for opportunities to collaborate between our interconnecting circles internally and externally. We take IROAR for efficient Super Collaboration. We build our own strong connections (up & down, peer & outside). As a Broadlake Family we must be better and stronger than the sum of our individual parts (people). We look beyond just ourselves to find the right people and seek answers to help us achieve our 3X10X vision.

13 LOVE TECH, DON'T FEAR TECH



We Love our Company's technology like we love our own technology. We are obsessed with training our people on the use of our tech. It is simple - we use technology to be Better, Cheaper or Faster (BCF) than our competitors. To do this we need to know the technology our competitors use. We are always Magpie-ing tech improvements. We take an AI - first approach, leveraging artificial intelligence to drive efficiency, smarter decisions and continuous innovation.

14 H.A.V.E. POSITIVE IMPACT



We have a responsibility as leaders, employers, and people to H.A.V.E positive impact. We are in a position of influence, and we will not opt out of this duty. It's not someone else's problem. We will educate, inform, and change behaviours and change how business is done. We constantly look at our societal and environmental impact and work to maximise the positives and remove or reduce the negatives.

15 KEEP EVERYBODY AND EVERYTHING SAFE AND SECURE



We must keep our people safe. In a changing world we must be conscious of the risks and minimise them. From physical buildings to data, IP and cash we need to evolve our systems, processes and controls to guard against the evolving risks. We need to learn from others and quickly embrace changes where we can reduce risks.